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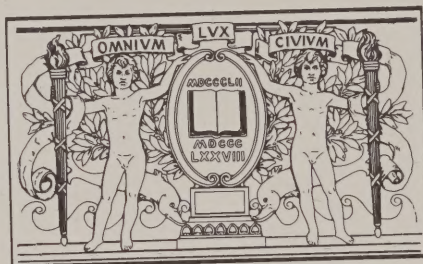
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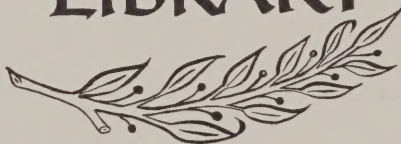
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BOSTON'S TRANSPORTATION PROGRAM

Paper Prepared for the
BRA-MIT-Urban Dynamics Advisory Committee, Inc.
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Planning and Development for Boston's Future

A Parkman Urban Affairs Center Program

April 1974

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REPORT OF THE TRANSPORTATION COMMISSION

Report prepared for the
BNA-NIT-Union Technical Advisory Committee, Inc.
under Project
Disposal of
Planning and Development for Boston's Future

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A Technical Report
Plate only

April 1972

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INTRODUCTION

The overall philosophy of transportation planning for the 1970s is based on a fundamental reordering of priorities - from the highway-dominated transportation projects and programs of the 1950s and the 1960s to the public transit-oriented program of the 1970s. Emphasis has shifted toward providing a more balanced transportation system for the Boston region.

Several major forces - at the city, state, and federal levels - have provided the impetus for this shift in priorities. At the local level, major opposition arose in the late sixties over the final construction phases of Boston's major interstate system. This opposition called for a major rethinking of Boston's transportation system as it had been viewed by the Department of Public Works in the 1948 highway-dominated Master Plan and several later, but similar versions of it. The opponents argued that highway construction: 1) served the needs of commuters more than local residents; 2) encouraged decentralization and further urban sprawl; 3) promoted despoliation of the environment; and 4) consumed open space, residential neighborhoods, homes, and job producing enterprises. By 1969, Mayor White

responded to the community calls for a moratorium and requested Governor Sargent to halt construction of several highway facilities within Route 128. Early in 1970, the Governor announced a moratorium and initiated a full-scale review of the transportation plans and programs. The Boston Transportation Planning Review was established to explore the potential for a balanced transportation policy, to prepare transit and highway alternatives, and to involve local communities in the transportation planning process. The Governor's November 1972 policy statement on transportation strategy for the Boston region reflected the views of the City in calling for balance in Boston's transportation system.

In recent years, improving the quality of the environment has become a national goal and a new federal office of Environmental Protection was created to develop strategies for attaining this goal. The regional office of the Environmental Protection Agency has proposed regulations for Boston to meet the clean air standards in the 1970s. To meet these standards, restrictions on automobile use in Downtown Boston and the metropolitan region have been proposed by the EPA. These limits will increase the pressure for more and better public transportation.

The role of public transportation is also likely to be enhanced by the recent energy crisis. More efficient use of energy resources will require more emphasis on the public transit system, since buses and subways are more efficient users of energy per person than private automobiles. If another long-term effect of the current energy shortage occurs - that of higher density living and a return of residents to the City (as some foresee) - public transportation would become even more important.

Investment in public transportation will be especially favored by two new federal bills providing for a large flow of funds for the public transit system. The Federal Highway Act of 1973 permits the city to substitute transit projects for portions of the interstate system which are withdrawn from the interstate program and allows Urban Systems funds to be used for transit. A mass transit bill for 1974, still under study, would provide monies for construction of public transit facilities or for the payment of operating expenses of these facilities.

GOALS

The City of Boston has very limited control over matters affecting roads and transit within its boundaries (the MBTA, Massport, State Department of Public Works, and the MDC, for example, are state-mandated agencies whose decisions affect the City). The City has an advocate role which it has articulated with partial success. The City's transportation program for the 1975-1985 decade is addressed to the major role which transportation plays in the city-wide development effort. The broader goals for future growth in the City include:

- strengthening the City's economy;
- improving the tax base;
- expanding opportunities for those who live and work in the City;
- protecting the City's environment;
- encouraging middle-class households to move back to Boston; and
- preserving the diversity and distinctiveness of Boston's neighborhoods.

Boston's future development will involve an increased concentration of people and jobs. This future recognizes the special characteristics Boston has to attract new

residents. With changing life styles, households and professionally employed 25 to 34 year olds are being attracted to in-city living. With the prospects for continued growth in the services related jobs over the next decade, Boston can also expect to attract residents who prefer to live in Boston near their job. The Boston Transportation Planning Review recognizes the future of Boston as a core intensive concentration of jobs and people.

Boston's transportation program is designed to provide:

- better access to jobs and services;
- equitable transportation services for lower income households, the handicapped and elderly;
- reduced congestion;
- expansion of multi-person vehicle use; and
- improvement of the existing street and delivery system and its use.

Boston's 1975-1985 transportation program includes improvements in the public transit system, the existing street and highway system, the traffic management program, truck servicing, parking the air transportation system and the role of Logan Airport. The content and character of the transportation program are reflected in the investment cost and financing aspects presented below, the main elements of the program are then described.

INVESTMENT COSTS AND THEIR FINANCING

Planned investment in Boston's transportation system is large and will play a major role in the City's development. Planned investment in transportation, over the next ten years, totals a potential \$2.4 billion, and will make up 18 percent of the total \$13 billion public and private investment in the City of Boston during this period. Of this, \$1 billion will be expended on street and highway construction, between \$650 and \$900 million on the public transit program, and \$400 million on Mass Port and MDC projects. See Tables 1 and 2.

Eighty percent of the public transit projects would be financed by the Federal Government. Therefore, completion of the mass transit development program will depend on federal grants. Prospects for federal assistance are good because of the enactment of the Federal Aid Highway Act of 1973 and the proposed mass transit bill for 1974. The Federal Highway Act of 1973 permits local officials to substitute transit projects for portions of the Interstate System which are withdrawn (as in the case of the elimination of the Southwest Expressway). For Boston, a prospective \$600 million can be provided through this source. The Act also

Table 1

SUMMARY OF TRANSPORTATION PROJECTS PLANNED, PROPOSED AND TENTATIVE
IN THE CITY OF BOSTON (1975-1985)

<u>Agencies</u>	<u>Estimated Cost (Millions of Dollars)</u>	<u>Percent Distribution</u>
<u>Public Governmental Agencies</u>	<u>\$1,080.0</u>	<u>45.8%</u>
Local City Street Projects*	243.8	10.3
Downtown Improvements	24.5	1.0
South Station Improvements	65.5	2.8
Fringe Parking Facilities	43.0	1.8
Waterfront Improvements	11.4	0.5
Fenway-Kenmore Improvements	22.5	1.0
South End Improvements	14.0	0.6
South Boston Improvements	17.1	0.7
Other	45.8	1.9
Major State and Federal Street & Highway Projects	836.2	35.4
Third Harbor Crossing	250.0	10.6
Central Artery Depression	350.0	14.8
Southwest Corridor & Inner Belt	100.0	4.2
Other, including Charles River Dam	71.2	3.0
Southeast Expressway Improvements	65.0	2.8
<u>Semi-Autonomous Agencies**</u>	<u>1,280.0</u>	<u>51.2</u>
MBTA***	900.0	33.1
MPA	375.0	15.9
Port Properties	164.0	7.0
Airport	211.0	8.9
MDC	5.0	0.2
Charles River Dam (share)	5.0	0.2
<u>City of Boston Totals</u>	<u>\$2,360.0</u>	<u>100.0%</u>

* Some of the costs of the local City street projects will be funded by the City, although major shares are also expected to come from the state and federal agencies.

** The semi-autonomous agencies, especially the MBTA, do receive state and federal funds to help pay for the costs of new construction.

*** The MBTA total projected transit program is \$1.6 billion. This amount includes improvements to the rapid transit systems outside the City of Boston in the metropolitan area. Boston's share of the MBTA program was estimated at between \$650 and \$900 million.

Table 2

**STREET AND HIGHWAY PROJECTS IN THE CITY OF BOSTON
PLANNED, PROPOSED, TENTATIVE, 1975-1985
BY PROBABLE FUNDING SOURCE AND NEIGHBORHOODS (THOUSANDS OF DOLLARS)**

Neighborhoods, by Type	Urban Systems	Chapter 90	Urban Extension	Fringe Parking	Bridge Replacement	UMTA	Interstate	Local	Grand Totals
<u>Elder Neighborhoods</u>									
East Boston	12,726	1,043	12,175	13,000	13,000	0	100	0	52,049
Charlestown	455	--	175	--	--	--	--	--	630
South Boston	6,845	567	--	13,000	--	--	100	--	20,512
North End	4,901	164	12,000	--	13,000	--	--	--	30,065
South Dorchester	--	200	--	--	--	--	--	--	200
	525	117	--	--	--	--	--	--	642
<u>Young Singles, Young Marrieds & Elderly</u>									
Back Bay-Bacon Hill	53,662	4,374	6,500	0	0	30,000	630,100	9,757	734,393
Fenway-Kenmore	--	--	--	--	--	--	--	--	0
Allston-Brighton	17,585	1,254	--	--	--	--	--	3,698	22,537
Remaining Central	1,300	1,910	--	--	--	--	--	--	3,210
	34,777	1,210	6,500	--	--	30,000	630,100	6,059	708,646
<u>Inner City Neighborhoods</u>									
South End	19,649	1,000	0	0	0	0	33,000	174	53,823
Washington Park-Model Cities	13,999	--	--	--	--	--	--	--	13,999
	5,650	1,000	--	--	--	--	33,000	174	39,824
<u>Neighborhoods in Transition</u>									
Jamaica Plain-Parker Hill	1,375	1,548	0	0	0	0	67,000	0	69,923
North Dorchester	350	782	--	--	--	--	67,000	--	67,350
Mattapan	1,025	766	--	--	--	--	--	--	1,807
	--	--	--	--	--	--	--	--	766
<u>Suburban Type</u>									
Roslindale	900	1,290	0	0	0	0	0	0	1,890
West Roxbury	366	--	--	--	--	--	--	--	366
Hyde Park	366	640	--	--	--	--	--	--	1,006
	168	650	--	--	--	--	--	--	818
<u>City Wide Projects</u>									
	--	--	--	30,000	--	--	65,000	--	95,000
<u>City Totals</u>	\$88,312	\$9,260	\$18,675	\$43,000	\$13,000	\$30,000	\$795,200	\$9,931	\$1,007,378*

* An additional \$2.9 million is projected for street improvements in the Boston Harbor Islands. This expenditure would cover the period from 1972 to 1990. Chapter 742 of the Acts of 1970 has authorized a \$3.5 million bond issue to acquire all the privately owned islands. Phase II, the development of the islands, is estimated to cost a total of \$27 million, of which \$2.9 million is allocated for street improvements and \$4.6 million for ferry transportation to the islands. This \$3.1 million plus \$5 million for construction of the Charles River Dam plus \$34.5 million for construction of the South Station Transportation Center equals the total city, state and federal street and highway program of \$1 billion.

Source: Boston Redevelopment Authority, Research Department, March 1974

provides for monies for specific transportation programs, including Urban Systems (formerly TOPICS), Urban Extension, UMTA, and Fringe Parking.

The National Mass Transit bill presently under study in committee would provide \$14 billion for public transit.

It is proposed that these monies be applied to the construction of new facilities or to the payment of the operating deficits of the public transportation agencies. If this bill is passed, it is hoped that the Boston Region would receive an estimated \$100 million per year.

The Commonwealth of Massachusetts and the City of Boston will also provide needed funds to support Boston's transportation investment program. In 1973 the Commonwealth passed a bill approving the use of general funds of the Commonwealth for payment of 50 percent of the 1973 net cost of providing transit and railroad commuter service. Continuation of this assistance in the years ahead would go a long way toward improving the MBTA financing of service. The Commonwealth also provides assistance in the payment of 90 percent of debt service on the bonds issued to provide capital for system expansion and improvements. The Commonwealth authorized \$389 million to be used as local financing

of capital projects. Thus, federal assistance and this bonding will finance a major share of the 10-year mass transit development program. For Boston's street and highway program, the Commonwealth will provide some funds through its Chapter 90 and Bridge Replacement programs.

PUBLIC TRANSIT PROGRAM

Boston is one of six cities in the United States that has a rail rapid transit system and therefore has not had to rely solely on a rubber tired transportation system. This extensive public transit system helps explain the strength of Boston's downtown area, since large numbers of riders have become accustomed to riding transit. At the same time, however, public transportation facilities have deteriorated over the past three decades, as national policy and resources favored expansion and improvement of the automobile-oriented system.

Boston's new public transit-oriented transportation program of the 1970s provides for major improvements to the existing public transit system. The City of Boston is seeking both short term and long term improvements to the MBTA facilities and services. Immediate improvements include:

- expansion of the bus routing and scheduling to and within the downtown;
- improvement of the crosstown and circumferential bus routes; serving the City's educational and medical institutions;
- upgrading of the commuter railroad services and coordination with the park and ride facilities and feeder bus operations;
- provision of mini-bus service in downtown;
- re-institution of transfers;
- implementing the bus priority system downtown;
- review and adjustment of fare structures;
- establishment of weekly or monthly pass systems in cooperation with private employers;
- encouraging expansion of privately operated taxi, jitney, and limousine service to the airport and to major park and ride facilities;
- establishing park and ride facilities and bus service from residential communities bordering routes 128 and 495 to central locations in the downtown and in certain neighborhoods (Forest Hills, as an example)
- establishing express bus lanes on streets and highways.

The long-term major improvements for the City of Boston are being planned as part of the new 10-year MBTA mass development program. This program would include such major

changes as the relocation of the Orange Line between South Cove and Forest Hills, a circumferential transit system, a connector between the Green and Blue lines, electrification of the rail line between Forest Hills and Needham as an extension of the Orange Line, a replacement service in the South End and Roxbury which will be losing their present service when the elevated line on Washington Street is torn down, and modernization of the various transit lines. Outside the City boundaries, but of equal importance for the region and the core area, are the remaining improvements scheduled for MBTA service.

There are three major high priority items in this expanded transit program. First is the emphasis on providing the improved transit service in the Southwest Corridor area. Transit investments are the key component in Boston's program for revitalizing the Southwest Corridor. These investments will increase the mobility and accessibility to jobs for the residents of the Southwest Corridor, and will stimulate the redevelopment of land which has already been cleared for the Southwest Expressway.

A second priority is to increase the distributional capability of the existing transit system by providing for

circumferential transit. A third major high priority item involves new maintenance facilities, rolling stock replacement, and station modernization. Another component to this modernization program, but not included under the MBTA program, is refurbishing and restoring the extensive commuter rail system.

Construction of access roads and parking facilities at transit stations is not included in the MBTA mass transit development program, but represents a major commitment by the Governor to provide the needed support facilities which would encourage increased transit ridership. Such improvements are being developed in the Massachusetts Department of Public Works highway program in cooperation with the MBTA.

Redevelopment of the South Station as an expanded, centralized transportation center is also a critical component to the overall transit improvement program. South Station would include the MBTA red line station, the commuter and inter-city bus terminals, a terminal for commuter and AMTRAK trains, and a parking facility for about 2,500 cars. An estimated \$35 million will be invested in the transportation component of the South Station project. Future transit

improvements would provide a rail connector from South Station to North Station. As a modern transportation center, South Station could greatly improve the accessibility of downtown activities. As a mixed use complex with offices, retail space, a major hotel, and a sports arena, South Station would function as a major activity center.

STREET AND HIGHWAY PROGRAM

Even though more emphasis is being placed on the public transportation system, Boston's transportation program for the 1970s recognizes the role which street and highways must continue to play to ensure a balanced transportation system. Thus, major improvements are being planned to upgrade the existing road and highway network. These improvements, however, will be made within the context of how they contribute to the public transportation-oriented strategy. Highest priorities are being given to those facilities which will contribute to the effective utilization of transit for access to Boston.

Within this framework then, the City of Boston has identified a major street and highway program with projects totaling a prospective \$1 billion over the next ten years. Construction of \$126 million worth of these projects could

possibly begin over the next three years, pending approval of state and federal funding. The 10-year program includes projects for all of Boston's neighborhoods.

The street and highway construction program includes three key projects: the Third Harbor Crossing, the depression of the Central Artery, and major improvements in the Southwest Corridor. After considerable study by the BTPR, Governor Sargent approved construction of the Third Harbor Crossing as a two-lane special purpose road and tunnel from the South Station area to Logan Airport. This facility would be open solely to buses, airport limousines, taxis, trucks, and emergency vehicles. Construction of this special purpose road will serve two purposes - to encourage passenger access to Logan by means other than private automobile, and to facilitate goods movement, thereby supporting the manufacturing sector of Boston's economy. Implementation of this project will require changes in the current federal and state laws. Federal financing on a 90-10 matching basis presently applies to busways, but not to special purpose facilities open to trucks and emergency vehicles. Prospects are good that the required changes in legislation will be made. The state legislative changes must be made to permit

construction of an additional harbor crossing within one mile downstream of the existing Sumner and Callahan Tunnels.

The City of Boston is currently assessing the feasibility of depressing the Central Artery. This project, when completed, would improve the traffic movement in the downtown area, lessen congestion, provide additional land for development purposes, and provide a more aesthetically attractive urban environment. Even more important, depression of the Central Artery would improve the downtown distribution system and permit construction of a rail connection between North and South Stations. There are costs involved, though, which are being weighed with these benefits and a decision on this project may be ready by the end of 1974.

The decision not to build an expressway in the Southwest Corridor has not altered the importance of transportation projects - both public transit and arterial streets - to that area's redevelopment. Construction of a new arterial street is being planned in order to maximize the land development potential of the area. This project shows a major commitment by the City and State agencies to improving the accessibility of neighborhood residents to city-wide job and educational opportunities.

The remaining street projects are located throughout Boston's neighborhoods and signify an important effort toward upgrading the street and road system.

TRAFFIC MANAGEMENT PROGRAM

Improved management of the existing transportation resources will play an essential role in Boston's transportation policy. The traditional emphasis of solving transportation problems through construction of additional transportation facilities is no longer adequate for resolving Boston's traffic and transportation problems. A "new" focus has emerged which emphasizes the importance of management of existing facilities as a means of improving the operation of these systems. Construction of new facilities are necessary and will continue, but the management and organizational aspects of Boston's transportation system will receive greater attention than they have in the past.

Boston's traffic management program necessarily highlights the role of the downtown area as the major employment center and consequently as the major traffic generator. The management program will provide major benefits to the neighborhood areas as well. Several strategies are evolving which should

improve the operation of the existing system. The strategies related to the management of the public transportation system and the parking program are discussed under those programs.

The first major strategy, and one which is especially geared toward the improvement of neighborhood transportation problems, involves the proper enforcement of the existing and proposed traffic and parking regulations. An effective enforcement program is essential to the traffic management program.

Another possible strategy being considered involves staggering work hours so that the demand during the peak hours is spread from the present 1½ hour time demand to a 2 to 3 hour time demand, thereby permitting wider use of the public transportation facilities. This strategy would help diminish the overloading at transit stations, reduce congestion on neighborhood and downtown streets, and improve the comfort and safety for transit riders and automobile users. As a first step in examining the usefulness of this strategy, the City of Boston has requested the MBTA to examine the benefits - both in an increase in peak hour

capacity and in a potential dollar savings - of shifting school busing out of the peak hour time period. A second step being considered in implementing this strategy is adoption by governmental agencies of the staggered work hours. Other employers in private business may also be looking into the possibilities for incorporating such a strategy into their work schedule.

Other actions recommended for an effective traffic management program include:

- traffic monitoring and signal coordination and synchronization;
- reserved lanes on streets and highways for the exclusive use by buses feeding to the downtown;
- metered highway and expressway operation to regulate the rate at which the cars enter the downtown street system;
- selected auto-free or restricted zones which could minimize vehicular conflicts at minor intersections along important routes.

TRUCK TRAFFIC AND SERVICING PROGRAM

The transportation system includes both the movement of persons, to which the previous programs referred, as well as the movement of goods, to which this program refers. The movement of goods is essential to Boston's economy and to its manufacturing sector in particular. Boston area manufacturing

relies more heavily on trucks for movement of goods than that of any other metropolitan area of similar size. The public transportation oriented policy is beneficial to the movement of goods by providing an alternative to the automobile traffic on the major expressways as well as on the local streets. There are improvements which can be made to the existing system.

Boston's downtown area and nearby communities of East and South Boston are greatly affected by truck traffic. Most Boston metropolitan truck activity results in travel in or around these areas and does create environmental problems. An important objective in this program is to minimize residential neighborhood conflicts with this truck traffic. Construction and upgrading of arterial street facilities will alleviate some of the congestion, other problems may be resolved through changes in the management of the delivery system, as described below.

There are several areas in which truck servicing can be improved. Daytime deliveries could be made at off peak hours. A consolidated delivery system would reduce the number of trucks entering the downtown and provide more

efficient handling. The principle would be to have 10 trucks carrying 6,000 pounds per day into the city instead of 600 trucks carrying 100 pounds per day. Fully loaded trucks would leave from the collection centers located outside the City to make delivery of cargoes to distribution centers within the downtown. Smaller vehicles would then distribute the shipments throughout the distribution zone.

The Boston Zoning Code requires that all new structures provide adequate loading facilities within a building. Stricter enforcement of this code would improve off street loading.

Congestion caused by the truck delivery system could be reduced by integrating it with an improved traffic management program. Truck loading zones would be well located and clearly designated, alternate side-of-the-road loading activities would be scheduled, and the City's parking and stopping regulations would be more strictly enforced.

Nighttime truck deliveries and nighttime use of the MBTA facilities for movement of goods are two additional possibilities for improvement of the delivery system. However, both of these strategies have been considered in the past and encompass certain political and environmental difficulties.

Hence, implementation of these improvements, while technically feasible, is not a serious part of the truck delivery program at this time.

PARKING PROGRAM

In developing the City of Boston's unified transportation policy with a mass transit orientation, it is essential to employ the most effective lever available for the limitation of traffic demand - the parking policy. An increase in the supply of parking at the major activity centers in Boston (notably, downtown and Logan Airport) will encourage future travel by automobiles. Nevertheless, an adequate parking supply is essential to the residential neighborhoods as well as to future investment in Boston's downtown. Thus, the City's approach is to develop a policy which would provide for an adequate supply of parking for neighborhoods as well as the Downtown area, but at the same time, would encourage the use of alternative means of travel where possible.

Recent actions at the City, State, and Federal levels have a direct bearing on the City's parking policy. First, in 1972, the City of Boston amended the Zoning Code to make all new parking in Boston proper (the downtown peninsula east of Massachusetts Avenue) a conditional use. Second, the BTPR highway restudy called for a freeze on parking in the area of downtown Boston bounded by the Mass Turnpike.

Third, in 1973, the federal EPA was required to institute stationary and vehicular emission controls in the various regions, including metropolitan Boston, by 1975. Strategies were recommended to help Boston meet these standards.

However, progress has been limited due to certain factors.

First, the Commonwealth and the City of Boston are responsible for the implementation and enforcement of the program, but they do not yet have all the necessary powers or funds to do so. Second, the energy crisis has brought on a congressional re-evaluation of the Clean Air Act.

Boston's parking program is designed to meet the clean air standards, and to respond to the sometimes competing needs of three demand groups - downtown commuters, short term users and shoppers, and local residents. The overall approach of the parking program is to restrict commuter use of the downtown parking facilities, to encourage short term business, visitors' and shoppers' use of the parking facilities, and to provide parking for neighborhood residents.

A variety of strategies are being devised to achieve this program. Some of the strategies relating to restricting commuter use include limiting the number of spaces available in the downtown to the present level, controlling the location

of parking lots, regulating parking through pricing, making park and ride facilities economically attractive, providing shuttle services to the less conveniently located garages, relocating inaccessible downtown parking space to the edge of downtown, eliminating inefficient parking facilities, encouraging car pools to increase the average number of passengers per car, etc.

Strategies which will encourage short term business, visitor and shopper use of parking facilities involve 1) arranging validated parking between the downtown stores and the parking facilities; 2) offering minibus connections between the less convenient garages and the downtown retail areas; and 3) enforcing a vacancy level in downtown parking facilities until 10 a.m.

Boston is meeting the parking needs of the neighborhood residents through a variety of programs. The residential sticker program, already in effect, helps reserve neighborhood streets for parking by local residents. A stricter enforcement of the existing parking regulations in neighborhood areas and an assessment of any additional parking regulations required is an important means of improving the parking conditions for the communities. A third and major city-wide neighborhood parking program is part of the

City's effort to upgrade the neighborhood shopping centers. A proposed program of parking lot improvements, representing a total investment of \$3.1 million, would help revitalize sixteen neighborhood shopping centers. Investment in parking will not only greatly improve the local traffic movement and physical appearance of the lots themselves, but also help stimulate private investment in upgrading neighborhood business properties. The parking needs of the downtown residential communities are partially being met by offering special night and weekend rates in the City garages. Other neighborhoods like Back Bay-Beacon Hill and the North End will require other solutions.

ROLE OF LOGAN AIRPORT

Two of the greatest generators of trips and economic activity in Boston are the airport and the greater downtown area. The transportation program, then, must define the role of the airport and of air transportation.

Logan Airport is an important facility for the economic functioning of the Boston area. Boston's competitive position in the U.S. economy is supported by Logan Airport. It is New England's leading airport, providing for transcontinental and international linkages necessary to sustain the demand for travel and shipments of cargo from the New England states.

The airport is important for interstate travel and for the shipment of goods. In the 1967-1970 period the growth in the shipment of goods had exceeded the growth in passenger travel. The airport employs over 10,000 persons and supports major businesses such as hotels and restaurants which provide their services to the air travelers. The tourist industry also thrives because of the airport, with over two-fifths of air passengers travelling for pleasure. Boston's service industries, such as the educational and medical institutions, financial and insurance firms, business and government services, depend on Logan, with 40 percent of air travel done for business purposes.

The future of Logan Airport is a function of the future of Boston's economy. With long term prospects for continued growth in the services industry, an increase in the prosperity with a larger share of income available for recreational and leisure activities, it is likely that Boston's airport will share in this growth. At the same time, however, continued expansion of the airport would mean severe environmental problems for the neighboring communities of East Boston, South Boston, Winthrop and Chelsea.

The City has taken a strong position to halt any further expansion of Logan Airport. This decision does not conflict with the view that the airport plays an important role in Boston's economy. Rather, the projected increases in travel demand will be met through improved technology and the high speed ground transportation system.

The larger jets coming into use now will permit a larger number of passengers to travel in a fewer number of planes.

Since one out of three passengers flying out of Logan is traveling to New York, a successful high speed ground transportation system to New York would effectively reduce the number of passengers using air transportation. High speed ground transportation would increase accessibility to the Boston area, reduce congestion at Logan Airport, and provide a more efficient use of energy resources. For these reasons, then, the City strongly supports a high speed ground transportation system. Prospects for improvement of this system are good, since the federal Railway Reorganization Act of 1973 committed \$500 million toward achieving Boston-New York travel times of under three hours.

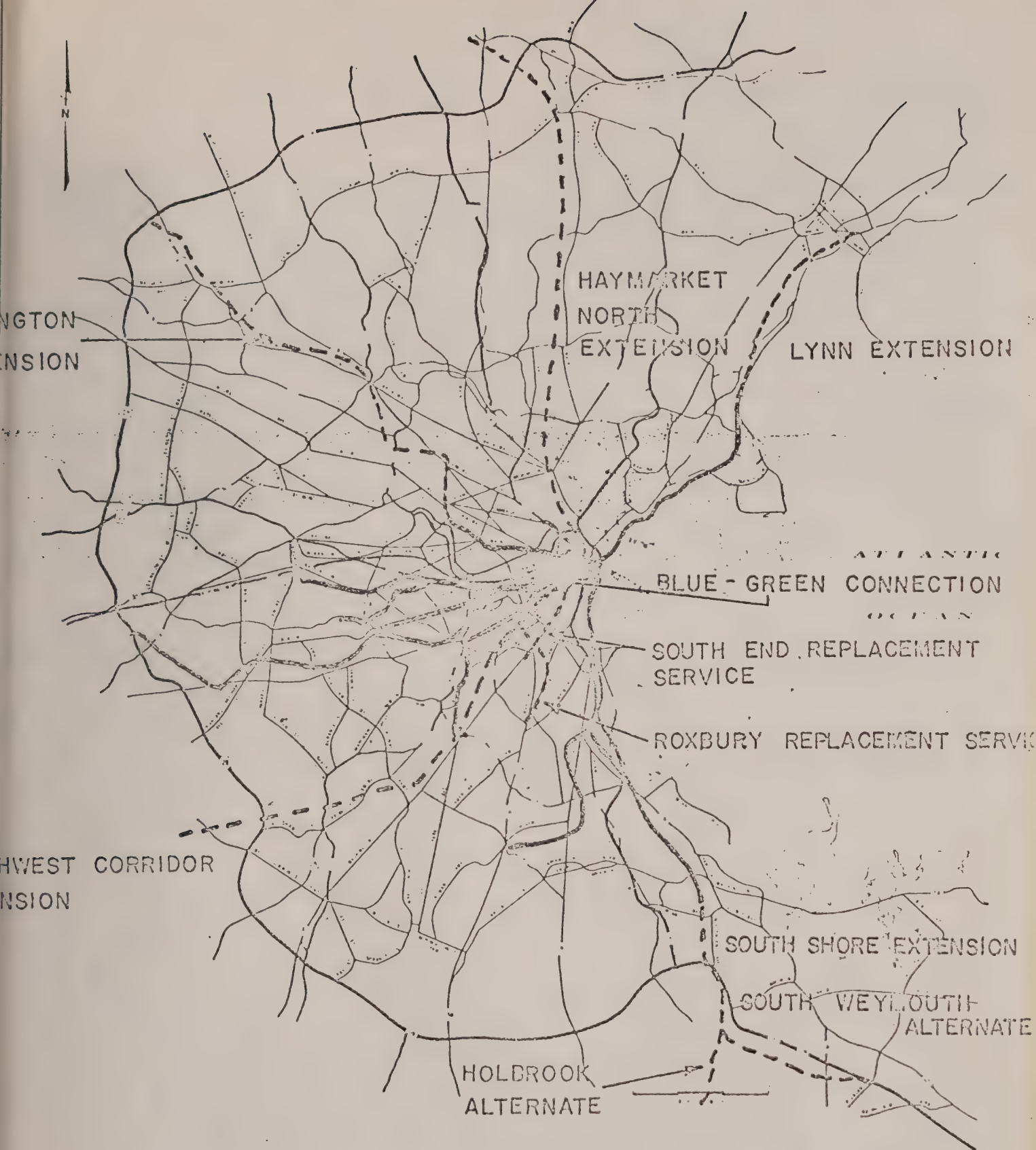
Congestion and other transportation related problems at Logan Airport will be resolved through two other strategies. First, improving the management of the existing facilities will alleviate some of the problems. Decentralizing the terminals and rewarding those who use transit to travel to the airport are two possible management solutions being considered. A rigorous parking policy is being established and involves a freeze on Logan parking supply. This decision, recommended in the Governor's November 1972 policy statement on transportation and concurred with by the Mayor, would encourage future parking investment to be distributed at convenient locations well removed from the airport, thereby encouraging people to travel to the airport on public transportation.

A second strategy for resolving transportation problems of the airport is to reduce the number of automobile trips to Logan. The proposed new construction of the Third Harbor Crossing, a two-lane special purpose road from the South Station area to Logan Airport, would encourage use of public transportation to the airport by limiting the use to buses, airport limousines, taxis, trucks, and emergency vehicles.



NEIGHBORHOOD PARKING PROGRAM
RECOMMENDED SITES FOR
NEIGHBORHOOD-MUNICIPAL PARKING LOTS

- NEW CONSTRUCTION
- MAJOR IMPROVEMENTS



10 YEAR TRANSIT DEVELOPMENT PROGRAM

Improvements to Railroad Commuter Lines Not Shown

— Existing
 ---- Extensions

